



# Zero Pay Gap: Women Leaders for the Future

An Post Gender Pay Gap Report 2021

**an  
post**

For your world

# Changing our world

Change happens in An Post. In the two years since our first gender pay gap report in 2019, we have reduced our pay gap from 3.7% to effectively 0%. For the first time ever women now earn marginally more than men in An Post.

This is a fantastic result and shows what can be done when you make the big moves to promote equal opportunities and visible change. We are guided by our purpose – to act for the common good, now and for generations to come – and by our commitment to the UN Sustainable Development Goal of Decent Work.

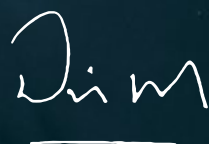
We are creating a framework not just for temporary change but for a sustainable future for our business and our people. I want to thank my colleagues and the An Post Group of Unions for supporting and championing our plans and actions over the last two years.

But the journey does not end here. The focus we brought to achieving this year's zero pay gap will remain as we continue to support colleagues to develop their careers with us and look to encourage more women to join An Post to improve our gender representation at all levels. While we are 50:50 on the Management Board, only 13% of our postal operative colleagues are female and that's something we'd like to change.

At An Post, we are very conscious of the mark we leave on society and the world – and I believe our work in creating a more equal An Post is a mark we can all be very proud of.

**Our aim is to always be between +3% and -3% in terms of our gender pay gap.**

2019:	2020:	2021:
3.71%	1.41%	-0.16%



**David McRedmond**  
CEO



# Acting to change our world



**Eleanor Nash**  
Chief People Officer

**We continue to strive to be a fully diverse and inclusive workplace which is good for everyone and a place where everyone feels they belong.**

During the last 12 months we have acted on our commitments to close the gender pay gap and ensure a balance across An Post.

Traditionally our sector is more male orientated and our actions for 2022 will focus on initiatives to encourage more female participation across An Post in building our future.

- We launched our Female Talent Acceleration programme, Aspire, in 2021 and you will read more about the programme later in our report. This programme was specifically aimed at women across An Post who were interested in progressing, developing a network and ensuring that they had the skills and ability to do this. Our second group of women started the programme in the Autumn and we have more planned for 2022.
- Advance, the An Post Mentoring programme, started in September. We are creating an internal mentoring framework with both our mentors and mentees.
- We continued to develop our senior managers through our IMI Leadership Development programme with a further three cohorts on the programme during 2021.
- Our new communication style for job ads is more positive and engaging, designed to support our people in having the confidence to apply or if interested connect with our resourcing team to speak to them.

All of our actions continue to ensure our people feel supported and know that we understand their needs. Some of our initiatives are also as a result of feedback so it is important our people know we listen and create programmes that support their own personal development and link to our transformation here at An Post.

We have made these changes while continuing to respond to the COVID-19 pandemic, a response which demonstrates the dedication of our people to our customers and communities every day. Their response shows how we strive to do our best every day.

I am really delighted and encouraged by the participation, sharing and commitment of colleagues across An Post that you will read about further on in the report for 2021.

## Our commitments for 2022

### Aspire: the An Post Female Talent Programme

Following the launch of this programme in 2021 we have committed to more programmes being delivered in 2022 to build on our great feedback and success to date.

### Advance Mentoring Programme

We intend to make this available to both males and females by the middle of next year to encourage mentoring across the organisation.

### Networking circles

Our Aspire women came together to form a networking circle which is sponsored by a senior female leader in An Post on a rotating basis. We will extend this out to include more females and ensure we continue to support networking across departments and business units.

### Recruitment Campaign for Postal Operatives

We recognise that traditionally this is a predominantly male population. We will run a campaign aimed at encouraging more female applications and showcasing the benefits of the role and why it might be an option for them. Whilst we have done a lot of work to support women to move into management roles, we also now need to encourage women to join us in this area in particular.



# Supporting career development



*Lynn Fitzgerald Kennerk*

**Lynn Fitzgerald**

**First role**

Philatelic Section  
Joined 1999

**Current role**

Acting Frontline Supervisor  
Appointed 2021

## Educational Support Scheme

21

different programme types, including Specialist Certificates, Diplomas, Degrees and Masters, supported in 2021

I had wanted to upskill for a few years but was not sure how to go about it. At the start of the pandemic the evenings were very long so it was the right time to consider a course.

When an email advertising An Post's Educational Support Scheme landed, I decided to find out more. I chose to study for a Diploma in Supervisory Management with IBAT College. Doing an online course in the evening was super because it didn't impact my day-to-day work. To top it all, at the end of my course, and after a lot of research and writing, I was delighted to achieve a distinction for my assignments.

The Educational Support Scheme is a great incentive for people to upskill. It really broadened my knowledge of how a large organisation like An Post works. I would highly recommend taking up a course - you have nothing to lose and everything to gain.

*Dermot Madsen*

**Dermot Madsen**

**First role**

Postal Operative  
Joined 2007

**Current role**

Transport Executive  
Appointed 2020



## Graduate Recruitment Programme

45%

of the 2021 graduate programme entrants were female

The Graduate Programme gave me space to learn and grow. I had great support and the time to transition from an on the road delivery role to being part of an office-based team.

I studied mathematical science on a part-time basis while working for An Post as a postal operative. I applied for the An Post Graduate Programme in 2019.

The projects I worked on during the Graduate Programme really challenged me to apply both what I had learned in my degree and my experience on the ground delivering letters and parcels to our customers.

I have upgraded my skills further to include data analytics. I'm now working in the Transport section, analysing our fleet and developing a control tower system. While that involves a lot of data, numbers and logical thinking, I also understand the perspective of my colleagues driving our delivery vans.

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# Equal opportunity for women and men

This Gender Pay Gap Report sets out where we stand in 2021.

	2019	2020	2021
Pay	Mean Gap	Mean Gap	Mean Gap
	3.71%	1.41%	-0.16%
	Median	Median	Median
Bonuses <small>There is an increase in our bonus figure from the previous year as a result of frontline managers who are predominantly male being recognised for their outstanding work during the pandemic.</small>	1.32%	1.61%	3.75%
	Mean Gap	Mean Gap	Mean Gap
	8.45%	11.82%	11.21%
	Median	Median	Median
	4.24%	4.69%	22.05%

The Unions have been a positive force in ensuring men and women are paid equally for doing equivalent jobs as well as supporting our drive to have more women involved at Senior Management level.

The gender pay gap is the difference in the average hourly wage of men and women across the workforce. Our gender pay gap statistics are based on every employee working for An Post from 1<sup>st</sup> July 2020 to 30<sup>th</sup> June 2021.

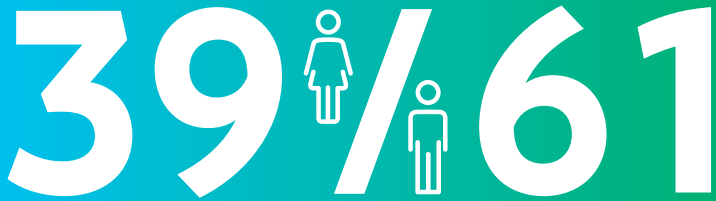
While the Gender Pay Gap Information Act 2021 will come in to force in 2022, the finer details around reporting obligations are still unknown.

## Women in leadership



Gender balance in the Management Board.

## Changing companywide



Gender balance of Process Area Managers in our Dublin Mails Campus, an improvement of 30% since 2019.

## Flexible work opportunities



Gender balance of people availing of term time flexible work opportunities.

## Management Board

- David McRedmond  
CEO
- Garrett Bridgeman  
Managing Director An Post Commerce
- Debbie Byrne  
Managing Director An Post Retail
- Paula Butler  
Chief Administrative Office/Company Secretary
- Des Morley  
Chief Digital & Technology Officer
- Eleanor Nash  
Chief People Officer
- Peter Quinn  
Chief Financial Officer
- Nicola Woods  
Chief Transformation Officer



*Gillian Davis*

**Gillian Davis**

**First role**

Clerical Assistant  
Joined 1992

**Current role**

Human Resources Support  
Manager - Regional HR  
South East  
Appointed 2021



**Gillian Davis is one of the Aspire Graduates.**

You'll meet more Aspire graduates on the next pages.

**"I'm with An Post for 30 years, mostly with State Savings. I really enjoyed it but I was curious about other career opportunities. I was excited when I was nominated for the Aspire programme. Life is so busy, Aspire gave me the time to look at career options and a methodology to plan a clear path forward. Elaine Bermingham was a guest speaker and spoke about her career path from Operations to HR. Her story gave me the confidence to pursue a role change which would take me out of my comfort zone. My Aspire Coach helped me see that while I didn't have the formal qualifications, I did have plenty of experience and a keen understanding of what managers needed from HR. In August 2021, I moved to a new role in HR. I am feeling very positive about my decision to change direction in my career."**

**"The Aspire Programme is a very positive step. By creating an opportunity to focus on strengthening and developing existing talents, Aspire ensures An Post has the correct mix of expertise leading change across the organisation."**

David Guy, Central Operations Manager, State Savings and  
and Gillian's sponsor on Aspire

**Aspire stems from the actions of the 2020 Gender Pay Gap Report and our commitment to empower women employees to reach management levels through support and development opportunities.**

The programme aims to sustainably strengthen our female talent pipeline. It provides women with development opportunities through learning, applicable tools and motivation to make an impact and progress in their careers. A core component is to foster a culture of mentoring and 'Pay It Forward' through commitment, sharing experiences and collaboration.

# Building our female networks



—  
Kim O'Connor  
Change Manager

"Aspire makes you take time for 'you', it's so worthwhile because as women we usually leave ourselves until last. **It has encouraged me to take on a new role.**"



—  
Aideen Gleeson  
Legal Staff Officer

"I would encourage anyone who is given the opportunity to take part in Aspire to go for it. **It has focused my mind beyond my current role and has equipped me with the tools to boost my confidence in my own capabilities.**"



—  
Angie O'Reilly  
Digital Programme Manager

**"Aspire is a wonderful programme to build a new network and further understand other areas of the business.** It provides useful tips and tools to assist you in your day to day role and also allows you plan for career progression."



—  
Mags Stanley  
Delivery Services Manager

"Aspire gave me the courage to get out of my comfort zone. **I did not think I could better myself but now I know I can.** We all have a voice and we should always use it."



—  
Dara O'Sullivan  
Procurement Specialist

"Aspire is a fantastic course, giving you both an opportunity and time to reflect on your current and future career. **It is a great way to meet people who bring new perspectives and to start to build your network and support circle.**"



—  
Fiona Martin  
Branch Manager

"Aspire gives you a support group of peers that are at the same level of development in their career path. **It has given me the confidence and the tools to know how to progress in my career.**"



—  
Gráinne Curtin  
Ancillary Services Manager

**"The Aspire course is very empowering.** It has brought a group of women together who have formed a strong bond and we will support each other throughout our careers."



—  
Jennifer D'Arcy  
Operations Excellence Manager

**"I really enjoyed the Building my Personal Brand workshop.** I love the quote - Your smile is your logo, your personality is your business card, how you leave others feeling after an experience with you becomes your trademark."




# Our gender representation

An Post is fully committed to the UN Sustainable Development Goal to achieve gender equality and empower all women.

We're working to:

- Achieve a better gender balance at all levels
- Ensure women's full and effective participation
- Provide equal opportunities for leadership roles

An Post	2019 Female 	2019 Male 	2021 Female 	2021 Male 
Management Board	50%	50%	50%	50%
Graduate Programme	50%	50%	45%	55%
Senior Management Group	33%	67%	34%	66%
Board	31%	69%	33%	67%
Process Area Managers	13%	87%	29%	71%
All Employees	25%	75%	25%	75%
Postal Operatives	13%	87%	13%	87%

# How we are supporting change

Living leaves a mark and, company-wide, we work together to leave a mark we can all be proud of. Through our commitment to Decent Work, we're championing equality and diversity while equipping our people for the future.

1. Creating Opportunities

- We continue to manage our recruitment process to ensure gender balance shortlisting. For example, gender balance in our Dublin Mails Campus among Process Area Managers (managers in An Post's mails processing centres), has seen a 30% increase in the number of female Process Area Managers since 2019.
- We have also simplified our job ads to be more people centric and less functional to encourage interest from a wider talent pool.

2. Enabling Promotion

- We launched our Advance Mentoring programme which is sponsored by Debbie Byrne, MD of An Post Retail. This programme empowers 15 An Post mentors to work with 15 An Post mentees. The programme upskills both mentors and mentees to inspire a stronger and more effective mentoring relationship.
- 45 senior managers completed our customised IMI strategic leadership programme, enabling them to build their skills and capabilities in the areas of people management, customer focus and delivering on our transformation.
- We supported 21 different educational programmes through our Education Support Scheme.

3. Promoting Change

- We launched our Female Talent Acceleration programme, Aspire, sponsored by our Chief Administrative Officer Paula Butler. 30 females from across the organisation engaged in the programme, building their confidence, establishing their personal brand, and driving their personal development and career aspirations. The success of the programme has enabled the establishment of the Aspire female networking circle.
- We funded a 12-month membership to the Professional Women's Network (PWN) for all mid-level managers.
- Our Management Board has led out on our very popular speaker series, committing their time and focus to inspire people to put themselves forward.



# Delivering flexibility

**We're committed to providing high quality, sustainable employment. That means 'No' to zero hour contracts and 'Yes' to great jobs, efficiency and flexibility.**



**Mike Kelly**  
**Delivery Services Manager**  
Galway DSU

We have 150 people working here in Galway DSU and about 40 take Term Time every year. It's a lot of people but as we've been doing it for quite a while now, we prepare for it and just build it into our planning for the year. Term Time is part of working life in An Post and is definitely good for the team. I took it myself for years when my kids were young so I know first hand the benefits. People like having more options for taking time with their families.



**Nicole Feeney**  
**Working Leader**  
Galway DSU

I want to stay working but childcare is always something to juggle. I've taken Term Time Leave each summer since my daughter, Clara who's now five, was born. When I'm working full time, it's good to be able to take the time to be with my daughter. Plus with fewer days of summer childcare to worry about, I don't feel so stretched! Term Time is a great benefit to me and to my family.



**Hazel Condra**  
**Learning & Development Partner**

I've been taking Term Time since it was first introduced. The first summer, my eldest, Daniel, was four. He's 18 now. My second son, Dylan, is nine. I work hard the rest of the year but we have the reward of the summer together. It's the time when my sons have my full attention. I opted for the leave time to be deducted at source and spread over the year which makes it easier to manage as I still get paid over the summer.



**Tommy Kelly**  
**Postal Operative**  
Galway DSU

My son Oisín is 14 and I've been taking Term Time since he was very young. I used to take three weeks every summer. Now that he's that bit older, I take two weeks. It's so nice to take the time with Oisín. We usually try a holiday away but it's also good to have time just to do the everyday stuff with him as well. He's growing up so fast that this is a great opportunity to have and one that not many other companies do.

Over 800 An Post staff took Term Time working options in 2021, of which 57% were male. Term Time is the opportunity for those with children to take unpaid leave during the school summer holidays.

# Our journey of positive change

An Post has always been about more than business. We act for the common good and our mission is to improve the lives of everyone across our country, including our colleagues.

## 2019

- Business case approved and Diversity & Inclusion manager appointed
- First gender pay gap report published

## 2020

- Implemented software to remove gender bias from role profiles
- Commitment to develop future female leaders
- Active promotion of flexible working options such as Term Time
- Diversity & Inclusion 2 year vision and action plan published
- Re-introduced our Educational Support scheme
- Ambition for gender balanced shortlists
- IMI Strategic Leadership programme launched

## 2021

- Aspire female talent acceleration programme developed and launched with 30 females attending to date
- Launch of our Advance Mentoring programme with 15 mentors and 15 female mentees participating
- Creation of female networking circles supported by senior female leaders
- Supported membership of external female networks

## 2022

**Decent work is our code. We actively champion and work for change. There is more to do, but our journey is underway.**



# Snapshot of the first three years



**Catherine Kelly**  
Branch Manager

"I have seen very positive changes and feel lucky to work for a company that is changing so fast while still striving to treat all their staff fairly and equally."



**Lisa Hendrick**  
HGV Driver and Postal Operative

"Believe in yourself! An Post has helped me make a career out of doing what I love - driving an articulated truck. My colleagues' advice and support have been amazing."



**Avril Orme**  
Delivery Services Manager

"The mentoring I received gave me the skills and confidence to transform from an operative to a manager. If you have a goal in mind, you go and meet your goal."



**Joan Scully**  
Business Support Officer  
Development & Compliance, State Savings

"When I returned to full time employment, the interview course gave me the confidence to apply for a promotion."



**Elaine Bermingham**  
HR Director  
Commerce

"The world is changing at pace and I love that we're in the process of carving out a future for ourselves. We owe it to those that have worked here before us and those that will work for us in the future."



**Cian Walsh**  
Acting Working Leader,  
Cork Distribution Centre

"I've just started a part-time Diploma in Project Management course which I'm doing while working full time. I'm always keen to keep learning, keep educating myself - and the Educational Support Scheme provides a great opportunity to do just that and expand my knowledge."



**Orna Dynan**  
Delivery Services Manager

"Through Aspire, we have made a strong bond and will be of great support to each other going forward - don't aspire to the best on the team, aspire to be the best for the team."



**Craig Skelton**  
Operations Director  
An Post Commerce

"I am a great supporter of any programme like Aspire that offers our female colleagues an opportunity to develop their skills and capability. Our business continues to transform and to succeed, we need confident leaders with connections across An Post bringing different ideas and perspectives to the table. Aspire creates that opportunity."



**Serena Gavin**  
Delivery Services  
Manager

"Aspire has given me the confidence to apply for positions that I would have otherwise believed were above my reach. Now I feel that anything is within my reach as long as I just believe in myself."



**Orla Keating**  
GTS Cloud Team Lead

"Aspire was a great opportunity to connect with women from across An Post to share ideas and gain new perspectives on different aspects of the business."



**Garrett Bridgeman**  
Managing Director  
An Post Commerce

"When I joined the An Post Management Board it was an all male group. It's now 50:50 male and female - and it's better for it, with more balanced discussions including more diverse points of view."



**Debbie Byrne**  
Managing Director  
An Post Retail

"We are proud of the changes we are making within An Post so that everyone working for the organisation feels that they have the opportunity to contribute to our ongoing transformation and to develop their careers."



# How our actions measure up

## Where we are succeeding

- Closing our gender pay gap and now focussing on gender balance at An Post.
- Leading by example for gender balanced shortlists for our senior management roles.
- Clearly focussing on supporting women in management roles to further develop and enhance their career opportunities.
- Creating a network for women across all areas of An Post.
- Developing talent programmes tailored to our needs.
- Full commitment to extend our ambition from our CEO and Management board.

## What we need to do

- Ensure a continued pipeline of female talent joining An Post particularly in entry level roles.
- Build on the support and momentum achieved to date from all stakeholders.
- Maintain a gender pay gap between +3% and -3%.
- Develop and launch a customised development programme for frontline managers
- Develop our people's capability around having effective career and development conversations.
- Share our stories of success to encourage others.

**"An Post has made big leaps forward in implementing sustainable positive changes in the organisation for the good of generations to come."**

I am privileged to be part of the continuous commitment to develop an inclusive workplace where everyone feels they belong, are supported and valued.

Thank you to everyone who has supported us on this journey and let's keep moving forward."



**Heather Lowry**  
Head of Talent,  
Diversity &  
Organisation  
Development





